2023

BDAP

Beverage & Dessert as Production

Introduction

Welcome to 2023 BDAP Manual.

This manual provides information related to the NEW production cell of beverages and desserts in the service area.

Each restaurant has unique needs, and in some cases, indicated where you may need to adapt this content to best fit your restaurant needs or situation. You should also review the latest version of Be Well Served relating to setting up your restaurant and executing as designed.

Contact Information

For more information, please reach Restaurant Experience Team (RX)

Manual Owner: linda.rodrigues@us.mcd.com

National Operations Mgr.| Restaurant Experience (RX) |

Confidential and Proprietary Information

CONFIDENTIAL AND PROPRIETARY INFORMATION for the exclusive use of employees and licensees of McDonald's Corporation.

This Guide contains procedures and policies that affect the job, compensation, and performance of McDonald's employees. McOpCo

This is an optional resource for independent franchisees (who choose to use it). Franchisees are independent employers and each franchisee, and each franchisee restaurant is unique. Therefore, Franchisees may choose to use all, some, or none of this resource in operating their own McDonald's restaurant(s).

If you work for a franchisee organization, please check with your franchisee, or the person designated by your franchisee (for example your General Manager), to determine whether and which of these resources your franchisee has chosen to use, if any.

McDonald's reserves the right at its sole discretion to amend its policies, programs and/or guidelines, including the contents of this guide at any time without prior notice. This guide and other McDonald's policies, programs, and guides which are issued from time to time, set forth procedures and guidelines that, in any particular situation, may or may not be applicable according to McDonald's sole discretion. These procedures and guidelines do not constitute promises or establish contractual rights between McDonald's and any of its employees. McDonald's reserves the right to change any terms or condition of employment of any employee without prior consultation or agreement.

Table of Contents

About this Manual

McDonald's new standard store footprint has features that affect the Service, Production, and Assembly systems of the restaurant. These changes impact the front counter, drive thru, kitchen, and the new beverage and dessert cell. Because of these new systems, a holistic approach needs to be taken for training the crew. This guide provides information about what to keep in mind when opening a new restaurant, and for when a Beverage and Dessert Production Cell is added to an existing restaurant (MRP's, rebuilds, and relocations). All restaurants need to be aware of the increase in business and impact on the crew and managers.

This manual provides information related to the NEW production cell of beverages and desserts in the service area.

Each section in this manual is marked with the Department Management circle icons to indicate which managers (GM, People, Quality, Hospitality, and Technology) should review the information that is presented.

GM   **People**   **Quality**   **Hospitality**   **Technology**

Resources:

Beverage/Dessert as Production supports both front counter and drive thru service as well as production by being able to split functions with assembly. Due to this support operational procedures will be impacted for the runners, and coordinators. We recommend reinforcing the importance of splitting functions and how this impacts speed and accuracy of service. When needed refer to the following resources.

O & T Manual

Drive Thru Execution Manual
- Dual Point
- Multiple Order Points
- Side by Side
- Tandem
- Handheld Order Taking
- Monitor Redesign

Capacity builders
- Out of Sequence Present
- Guest Traffic Guide

Diagnostic Tools
- Operations Diagnostic (2018)
- Be Well Served Manual (2023)
- Shift Manager Verification
- DSPT

Please note that the following tools and procedures are provided on the *US Operations:* US Operations Link
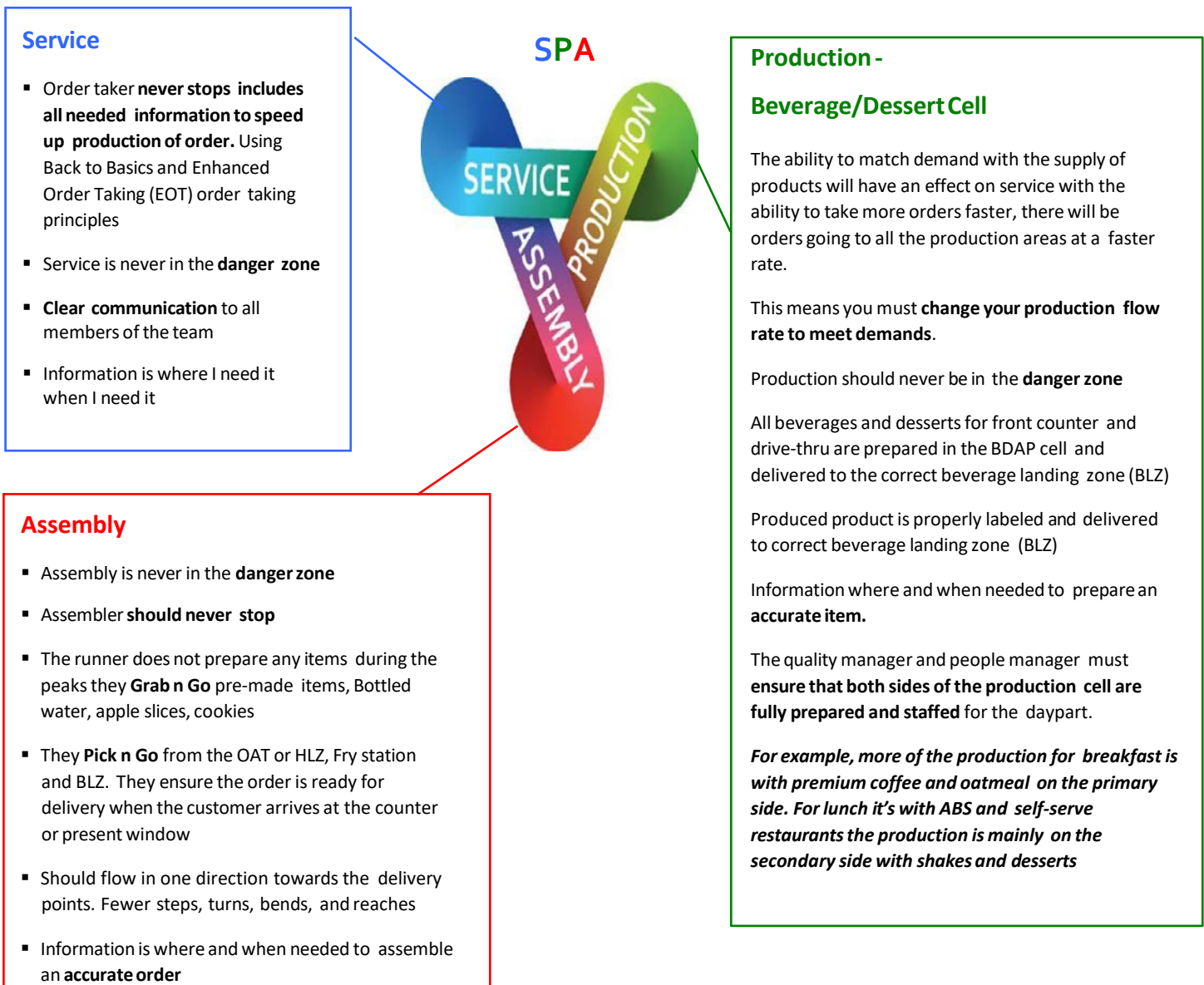
July 2023

P a g e | **3**

McDonald's Standard for Service is to be: Fast, Accurate, and Friendly

BDAP brings additional opportunities to positively impact these areas because —a quality product can be completed more rapidly by a dedicated crew person.

All three systems—Service, Production and Assembly will be impacted and must be running on all cylinders in order to deliver a quality product fast to our customers.

Remember the guests experience is complete when the order is delivered

We need to be able to take the order, prepare the order, assemble, and deliver the order without interruptions. The wheels can't be faster that the engine. Clear communication among the front counter, drive thru, production and beverage/dessert teams are critical. Completing your pre-shift will ensure that people, product, and equipment are in the right place to meet and exceed our guests' expectations.

Service

- Order taker **never stops includes all needed information to speed up production of order.** Using Back to Basics and Enhanced Order Taking (EOT) order taking principles

- Service is never in the **danger zone**

- **Clear communication** to all members of the team

- Information is where I need it when I need it

SPA

Production - Beverage/Dessert Cell

The ability to match demand with the supply of products will have an effect on service with the ability to take more orders faster, there will be orders going to all the production areas at a faster rate.

This means you must **change your production flow rate to meet demands**.

Production should never be in the **danger zone**

All beverages and desserts for front counter and drive-thru are prepared in the BDAP cell and delivered to the correct beverage landing zone (BLZ)

Produced product is properly labeled and delivered to correct beverage landing zone (BLZ)

Information where and when needed to prepare an **accurate item.**

The quality manager and people manager must **ensure that both sides of the production cell are fully prepared and staffed** for the daypart.

For example, more of the production for breakfast is with premium coffee and oatmeal on the primary side. For lunch it's with ABS and self-serve restaurants the production is mainly on the secondary side with shakes and desserts

Assembly

- Assembly is never in the **danger zone**

- Assembler **should never stop**

- The runner does not prepare any items during the peaks they **Grab n Go** pre-made items, Bottled water, apple slices, cookies

- They **Pick n Go** from the OAT or HLZ, Fry station and BLZ. They ensure the order is ready for delivery when the customer arrives at the counter or present window

- Should flow in one direction towards the delivery points. Fewer steps, turns, bends, and reaches

- Information is where and when needed to assemble an **accurate order**

New Terms

On the following pages, you will be introduced to some new terms. Take a moment to review and familiarize yourself with these terms.

Crew Prepared – Is any product that requires crew to engage throughout the entire cycle.
Example: Cones, McFlurry, sundaes, drip coffee, iced tea, etc.

Finishing Station – Provides workspace to finish products e.g., McFlurries, Shakes etc.
Example: Blending, adding toppings and lids

OAT– Order Assembly Table, where food is transferred and placed.

HLS – Heated Landing Zone, where food is transferred and placed

Grab n' Go – Products that require no production, found in refrigerator or display cabinet.
Example: Bottled water, packaged juice, fruit, and milk. These items will be accessed at the center island for the front counter runner and the finishing station for the DT runner

Hands Free – Products that do not require a crew person to stand and hold during
production.   Example: Shake machine bracket, juice machine bracket, etc.

Multiple Step Products – Products that have multiple steps needed to produce. Steps include Drawing product, adding ingredients, blending, and finishing. Example: McFlurry, Espresso based products, Blended Ice Beverages.

Pick n' Go – Assembly system that increases the capacity of the Runner during high volume. Runners pick up products from designated landing zones. Example: coffee, cones, sandwiches, and fries.

Beverage Landing Zone (BLZ) – A dedicated landing zone is supplied for each side of the production line for front counter and drive-thru all beverages and desserts coming from the BDAP area. This is a workspace to organize beverages and desserts which enables Runners to easily identify items for the order.

Beverage/Dessert as Production Cell (BDAP) – Dedicated cell for beverages, desserts, and
oatmeal in the runway between present and 3rd window

Beverage Dessert Video System (BDVS) – Monitors dedicated to the items produced in the BDAP cell

Drive-thru Car Icon – All drive-thru orders on the BDVS are designated with a car icon. Easily
informing the crew which BLZ the order should be delivered to
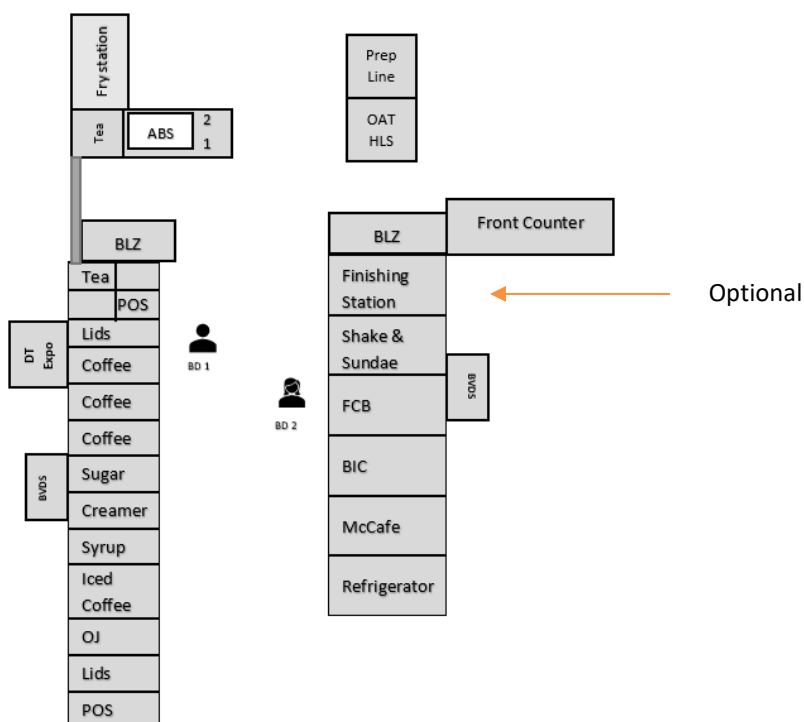
Why Beverage and Dessert as Production?

Service is a primary area that differentiates McDonald's from its competitors. It is the culmination of our operating platform, which includes standards for staffing, scheduling, positioning, service, and production. While we are proud of our standing in the service area, there are still many things we can do to improve our market positions such as introducing the new Fast Forward Drive thru with Beverages and Desserts as Production (FFDT/BDAP). With this in mind, we are focusing on service standards that meet or exceed our guest's expectations. Specifically, with Dual Point, Multiple Order Points, MFY and the Beverage/Dessert production cell (BDAP) managers must continually be aware of how all three areas of service, production, and assembly work together to deliver a high-quality product with fast and friendly service to each guest. All these areas are interdependent.

The front counter area is now viewed as a service and production area with having to prepare more products. In the new restaurant designs, production of these items has been consolidated into one place for ease of operations (easier for the crew to do right than wrong) to enable the following:

- Splitting functions for the runner (they now do *pick and go* and no production of items).

- Increased speed of service by having all beverages and dessert ready on time.

- All items that are *grab and go* (bottled water, apple slices, milks, and cookies) will remain in the same areas and split between front counter and drive thru

- All production items are made in the Beverage and Dessert cell

- The new location of the Beverage and Dessert cell sets the restaurant on a path for future growth and expansion of the beverage line, which is a billion-dollar business for McDonalds.

Optional
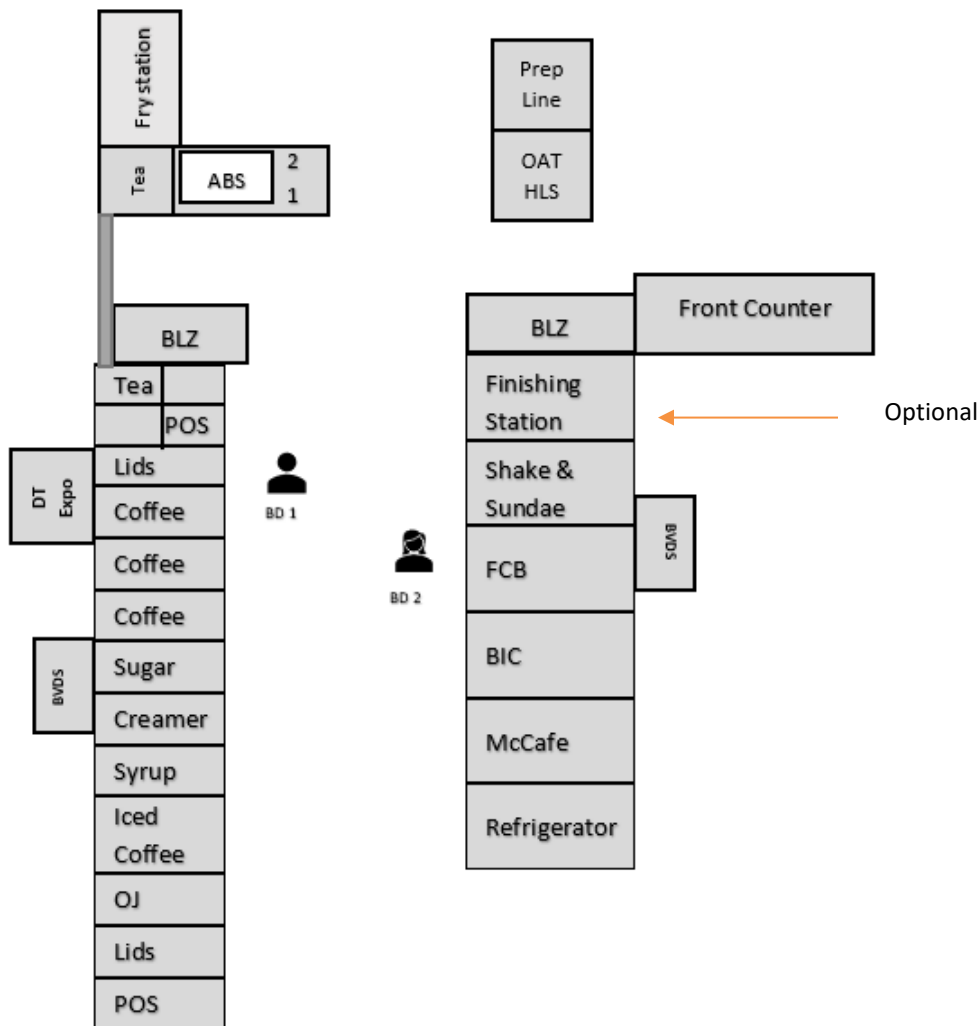
What is Beverage and Dessert as Production?

It's the organization of all beverages, dessert, and oatmeal equipment into on physical production cell where crew produces these items from the Beverage Dessert Video System (BDVS) driven production.

Crew is positioned to enable the splitting functions to increase speed and capacity. By staffing this area and splitting the functions based on "Restaurant Conditions", the runner will not have to stop the order assembly process to make either beverages or desserts. The use of the side specific Beverage Landing Zones (BLZ) with labeled items will assist in organizing and identifying beverages and desserts for the drive-thru and front counter runners.

Crew delivers Gold Standard, fresh, high-quality beverages, and desserts on demand:

• Communicated by the Point of Sale (POS) to a BDVS

• Orders appear on the BDVS on the fly when product is entered on POS

• Crew are assigned positions based on product mix, volume, and dayparts

• All completed beverages and dessert are placed on the side specific Beverage Landing Zones (BLZ)

• A grill slip is generated for all products to keep all items organized and labeled for Runners to easily identify items for orders

POS and BD video systems (BDVS):

RFM Instructions for BDAP (Beverage Dessert as Production) Monitor Changes

The RFM administrator is responsible for making routing changes for the menu items for BDAP, along with changing all the menu items to auto-print. The monitor routing changes and auto-print (Print grill slip) are located in the Menu Item Routing Document and RFM Procedures Manual on the US Operations Website; click here

(Critical) Please contact the US_PCS_Team@us.mcd.com and request 689 WRIN be added to all BDAP Menu Items as you are a new BDAP restaurant.

The menu items can be located in the restaurant price report or the Core Menu Item List. The Core Menu Item List does include both primary and secondary numbers however may not include specific Regional or Co-op menu item numbers.

As a reminder, all BDAP menu items need to be routed to the *"dessert monitor"*. Most desserts are already defaulted to the dessert monitor; however, the dessert menu items still should be validated. To change a menu item to auto-print, the box called "Print Grill Slip" in RFM needs to be checked. The following are the list of BDAP menu items that need to be changed.

- Sundaes / Cones / McFlurries
- McCafé – All
- Iced Coffee, Coffee & Hot Tea

- Oatmeal
- OJ
- McCafé Shakes

- Premium Coffee
- Lemonade
- Frozen Carbonated Beverage

The effective date for the RFM changes for a new or rebuild restaurant can be made effective immediately after the restaurant is closed.

The effective date for MRP's will need to be coordinated with the POS install (the removal of the CBB monitor and the date the menu items need to be visible in the BDAP area).

Beverage/Dessert Video System

The BDAP crews receive information about the orders from the Beverage/Dessert Video System (BDVS). This information appears on the BDVS on the fly as the order taker enters the product on the POS. Components such as sandwiches, and fries will appear on KVS in other locations of the restaurant. The only components that will appear on the BDVS in the cell area are beverage, dessert, and oatmeal products that are to be prepared by crew. No Grab and Go items are displayed, they will continue to show on the expo monitors with the finished order, as part of the total order and remain the responsibility of the runner/assembler

The order displayed in the upper left corner of the BDVS is the order currently being prepared. For detailed information about reading the BDVS, see your POS monitor redesign manual.

Two BDVS are required, one for each side of the line. These are set up as mirror images so that all products are viewed from each side. Additional BDVS can be added based on volume and configurations.

Two sticky printers are required, one for each side of the line. These are activated by the A/B Switch that is located in the cell. It is used to select which printer will print receipts based on dayparts and product usage.

Note: the car icon in top left-hand corner of the monitor identifies Drive -Thru orders and these products should be delivered to the drive thru BLZ.

NOTE: POS Additions:

For restaurants that are adding the BDAP cell with an MRP and if the restaurant has a CBB Cell and will be re-using their existing POS Equipment and has a Side-by-Side DT, the following are the additional requirements for BDAP:

- KVS Controller
- Printer
- A/B Switch
- Bump Bar 's dedicated to each side to enable bump when done for each line.
- Arms and Heavy Bracket for mounting Itona's/Monitor (POS Vendor's are aware, KES will supply the arms)
- Monitor Small Equipment (Biscuit Boxes, Cables, etc.)
 (This does not include any dual point equipment.)

- When configuring BDAP settings for a store, please specify if the display should be either mirrored, where the same list displays on both monitors, or split with products routed to specific monitors. The US-PCS Team adds, or updates specific menu item set under the store profile based on this request.

- The store must select corresponding settings in Restaurant Builder. For the mirrored BDAP, setup KVS controllers (typically #6 and #7) VGA1 options are set to Dessert, and VGA2 options are set to none. For the split BDAP, setup one KVS Controller (typically #5) to BDAP 1, and the second KVS controller (typically #6) to BDAP 2.

- Please see the following screen images for examples of these setup options.
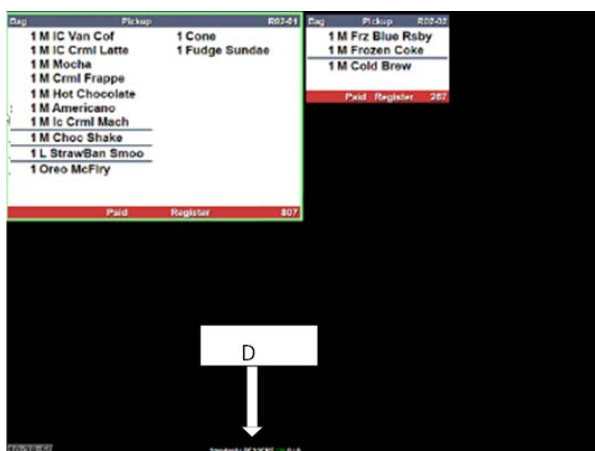
Mirrored
- BDAP Menu Item Set (example restaurant # 5649)
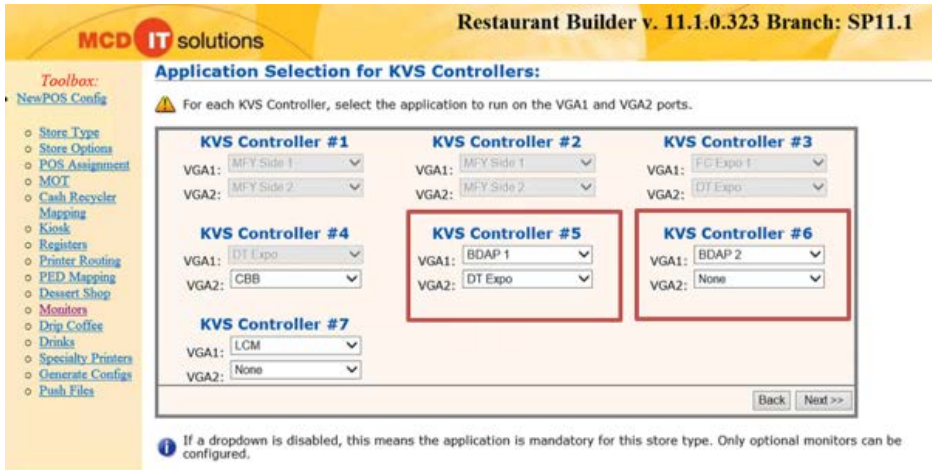
- Restaurant Builder
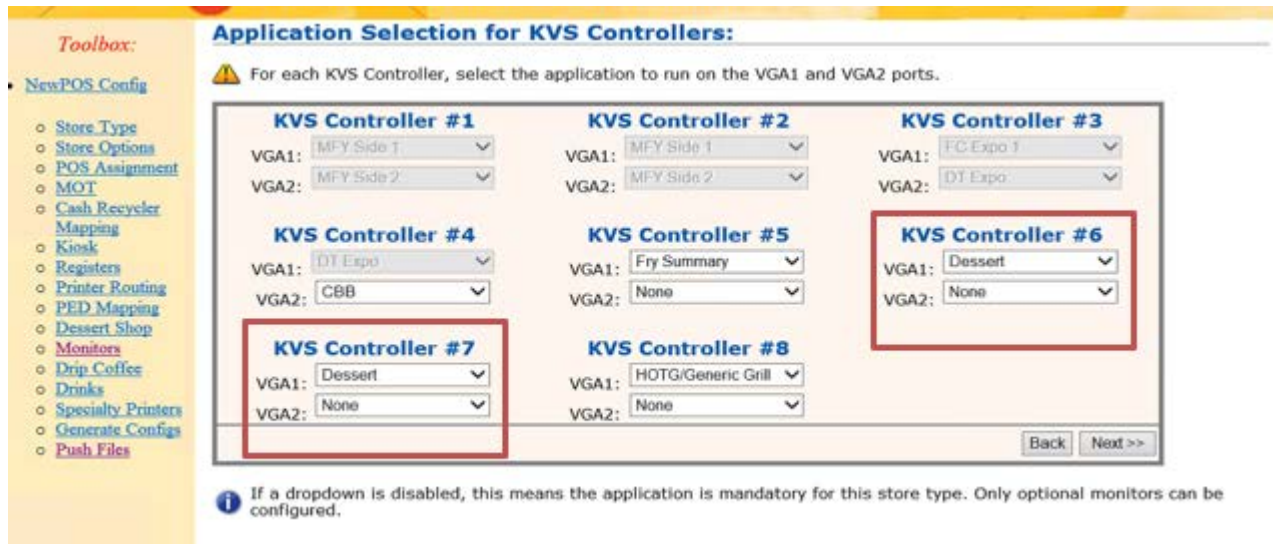
BDAP Monitors
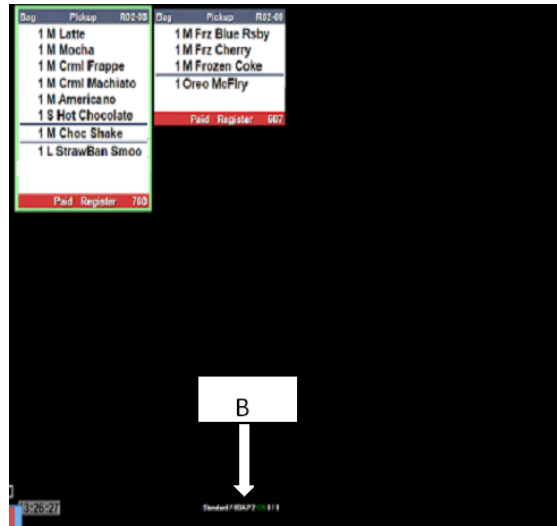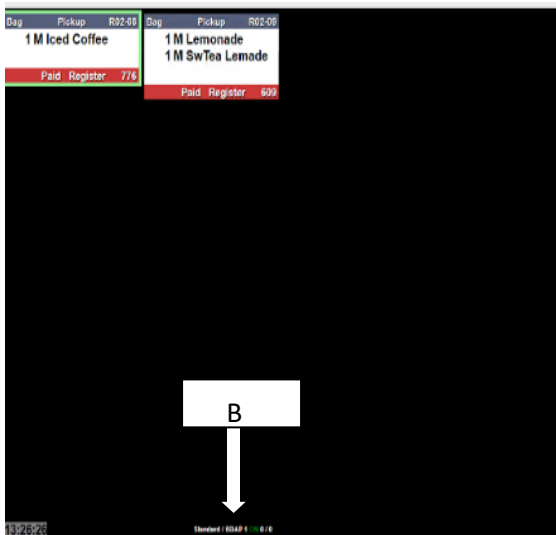- At the bottom of both monitors it will read Dessert

Split

- Menu Item Set - BDAP SP11.1 (example restaurant # 22338) Restaurant Builder

BDAP Monitors

- The bottom of the monitors will indicate BADP1 and BDAP2

Business and Operational Benefits

- BDAP crew are producing quality beverages and desserts that are ready for the Runner so work can continue to flow, and people are not stopping.

- Since all beverages, desserts, and oatmeal are coming out of the Beverage/Dessert area, think about the Beverage/Dessert area just like kitchen production (MFY) and follow these principles:

  - Efficient movement

  - Enable teamwork

  - Smooth flow

  - Strategic communication (what I need, where I need it, when I need it)

  - Enable growth

- Allows for flexibility in staffing, maximum use of labor positioning, based on volume and restaurant conditions

- Crew efficiency improves with ability to work independently, as a team.

- Enables the ability to split the functions to improve speed of service for all service platforms

- First place to split the function from Runner by staffing the beverage and dessert area. Second place is to split the prep and finish of products.

- Easier to manage

- Simplifies communication

- Improve productivity and capacity of the Runner and service personnel

- Supports capacity and growth in all present and future service platforms

- Better utilization of equipment - configures to meet a variety of volume, menu and building types

Product

- Current: sales and menu variety of beverages and desserts are growing

- Future: adapt faster to meet increasing volume, variety and customization of beverages and desserts

Physical Plant

- All beverage and dessert equipment and production are consolidated to one production cell

- Future: plan for current and future growth with gain in efficiency

Guest Benefits

- Consistent quality and service as volume changes

- Ability to increase menu variety and customized products

Principles of the Cell Design as Designed

Beverage Dessert cell and physical changes

- An area that organizes all beverage and dessert equipment into one physical space that will assist in improving service speed for all service platforms.
- Two monitors that mirror one another and displays the right information where and when needed.
- Two printers and two bump bars.
- A new finishing station provides a working space for crew to finish preparing the product (if needed) before either presenting it to the customer or placing it on the correct Beverage Landing Zone (BLZ) drive-thru or front counter. When more than one crew is assigned to this area, the finishing station may be used to finish a product that another crew person started to prepare. For example, the first crew (Beverage/Dessert 1) draws a milkshake and hands it to another crew (Beverage/Dessert 2) to add the lid whipped cream. Again, splitting the functions to impact speed of production and service.
- A Beverage Landing Zone (BLZ) has been added to each side of the line and provides space for crew to deliver finished products.
  - Once the products are placed on the landing area, the Assembler/Runner can just pick-up the item and continue moving to present the customer his/her order at the front counter or Drive-thru.

Communication

Information is when and where needed to minimize verbal communication. As functions are split, information can be routed to additional BDVS.

Example: Printers are side specific based on equipment layouts, product mix and dayparts

Enable Teamwork – Split the Function

- Never in the danger zone (3 or more orders on the BDVS)
- First place to split: Beverage as Production function from the Runner (Drive – thru, Front Counter and future order points)
- Split the functions of the BDAP crew based on volume and product mix.
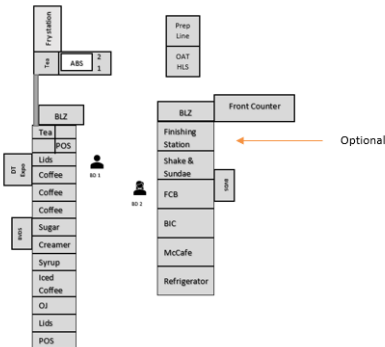
Efficient Movement

Equipment Positioned by Product Mix

- Optimized as working cells to impact steps, turns, bends, and reaches.
- Equipment and ingredients are shared when possible.
  Example the creamer is shared with premium roast coffee and iced coffee.
- Cells are optimized so all steps of the process are within easy reach following Be Well Served execute as designed (EAD)
- Most sold located in the lead position closet to the BLZ cart
  Example: Premium coffee, McCafé Shake

Principles of the Cell as Designed - continued

Smooth Flow

All production flows towards Beverage and Dessert Landing Zones (BLZ)

- Process from the initiation point to the BLZ where the Runner can Pick n' Go
- No backward steps required
- Enables Pick n' Go for the Runner
- Use BLZ's for front counter/drive-thru beverage and dessert items
- A BLZ is placed on both sides of the line for easy access for the runners/coordinators

Space for Growth

1. Modular cabinets provide, sufficient usable workspace and flexibility for future growth
2. Sufficient storage available during peak periods (dry and refrigerated)
3. Sufficient space for people to comfortably move and work back-to-back
4. Allow space for future growth in menu and volume on exterior wall
5. Space at existing center island
6. Space within cell on interior wall

NEW Store Standard

BLZ incorporated on top of workstation
Place Mat here

Beverage and Dessert as Production Cell Layout

Below is an elevation of the equipment requirements in the Beverage and Dessert as Production cell which includes the minimum equipment needed to produce each product on your Beverage and Dessert menu "Your restaurant conditions" may require additional equipment to meet capacity needs of your restaurant Primary side of cell is based on the daypart and day of the week.

- For breakfast the primary side is the exterior wall which supports premium coffee, oatmeal, and orange juice & frozen lemonade.
- For lunch and snacks the primary side is the interior wall where we produce more shakes, McFlurries, Frappe's, and frozen carbonated beverages (FCB). To review layouts, see current Be Well Served.

Exterior Wall w/ 3 coffee Brewers

Exterior Wall w/coffee Urns

Exterior Wall w/ coffee Urns and Single Coffee Brewer

- Front counter coffee refills are completed from the thermal pots located on the end of the front counter by the Dual Point riser shelf.
- Condiments of sweeteners are stored in the two Cambro containers closets to the refill pots.
- Creamers are stored in a cold pan and must be always kept cold.

NEW Store Standard

Department Management Deployment Plan

Beverage and Dessert as Production (BDAP)

This plan is designed to be used by the general manager during Business Results Day/managers' meetings.
Refer to the following pages for specific deployment plans for each department manager, shift managers, and crew trainer.
Refer to and follow all procedures outlines in the Execution Manuals.

●= Primary Responsibility ○ = Secondary Responsibility or Follow-Up	Owner Supervisor	General Mgr.	People Mgr.	Quality Mgr.	Hospitality Mgr.	Shift Mgr.	Crew Trainer
9-10 Weeks prior to restaurant implementation — Target Date: _____							
Review entire Execution Manual and Supplement Manuals	●	●	●	●	●	●	●
Review Deployment Plan with owner / operator / supervisor during Business Results Day.	○	●					
Develop a restaurant training plan and communicate to all managers at Business Results Day/managers' meeting.		○	●				
Review crew staffing budget and needs analysis for training and implementation		●	●	○	○		
Use the following curriculum to refresh on skills and knowledge foundational to supporting the success of this product: • McCafé Blended Ice Machine Beverages SOC. • McCafé Espresso Machine Beverages SOC • McCafé Shakes and Soft Serve SOC • Premium Roast Coffee, Teas, and Cold Drinks SOC • Oatmeal SOC • FCB SOC	○	●	●	○	○	○	○
6-8 Weeks prior to restaurant implementation — Target Date: _____							
Order POS Equipment for Drive-thru / BDAP	●						
If an MRP refresh existing equipment		●		●			
Review Scheduling based on staffing and training needs	○	●	●				
Schedule Training for Managers		●					
Schedule Training for crew trainers and crew			●				○
Three Weeks prior to restaurant implementation — Target Date:							
Review operations procedures	●	●	●	●	●	●	●
Train all managers	○	●	○	○	○	○	○
Train shift managers and crew trainers on Production		○	●	●	○	○	○
Two weeks prior to restaurant implementation — Target Date:							
Discuss roles and responsibilities with Department Managers during a Business Results Day/managers' meeting. ▪ Assign Support Managers for: Dual Point, Multiple Order Point, and Beverage/Dessert as Production and MFY		●	○	○	○		
Communicate FSOCs that will be completed to support launch. Adjust scorecard.		○	●	○	○	○	○
Adjust the restaurant's scorecard: - Any custom measure(s) needed - Targets as needed Assign appropriate SOCs, PM, and/or cleanliness specific to BDAP		●	○	○	○		
Review manager and crew scheduling based on increased sales, transactions, product count and any LSM activities. Adjust crew scheduling based on training and staffing needs. Verify configuration was changed in the schedule and DSPT		○	●				
Ensure necessary equipment start-ups are scheduled		●		○	○		
Complete RFM Changes ▪ Change all BDAP menu items routing to the Dessert Monitor ▪ Change all BDAP menu items to *Print Grill Slip* so a receipt auto prints for each BDAP menu item.	●	●					

Department Management Deployment Plan- continued

● = Primary Responsibility ◯ = Secondary Responsibility or Follow-Up	Owner Supervisor	General Mgr.	People Mgr.	Quality Mgr.	Hospitality Mgr.	Shift Mgr.	Crew Trainer
One week prior to restaurant implementation — Target Date: _____							
☐ Check schedules for staffing: ▪ BDAP Cell		●	●				
☐ Ensure all BDAP equipment is in place, calibrated, operational, and added to e*Restaurant.		◯	◯	◯	●		
☐ Contact PCS team to inform them the restaurant has a BDAP configuration	●	●					
☐ Confirm BDAP Cell technology is in place and operating correctly ▪ Merge Point Monitors ▪ BDAP Monitors ▪ Bump Bars ▪ Sticky Printers		◯			●		
☐ Train crew using the available training materials.		◯	◯	◯	◯	◯	●
☐ Build excitement toward the launch of BDAP in your restaurant, including adding activities on the enthusiasm calendar.		◯	●	◯	◯		
Two Days prior to restaurant implementation — Target Date: _____							
☐ Verify that all training has been completed and all training materials are posted.		◯	●				◯
☐ Verify "Be Well Served" layout and product storage in each area of the restaurant		●	●	●	●	◯	◯
☐ Update stock levels based upon product mix		◯	◯	◯	●		
☐ Verify all equipment is working as designed and calibrated		◯	◯	◯	●		
☐ Check POS system for correct programming		◯			●		
Day of restaurant implementation- Go Live Day							
☐ Ensure all targets have been communicated		◯	◯	◯	◯	●	
☐ Ensure a Designated Delivery Person is identified to deliver all held (pulled or parked) orders		◯			●	●	
☐ Keep extra receipt printer paper next to each printer		◯	◯	◯	●	●	
Ongoing							
☐ Follow up with BDAP crew to verify procedures and flow		◯	◯	◯	●	●	●
☐ Review progress on targets vs. actuals,	◯	●	◯	◯	◯		
☐ Review results during Business Results Day.	◯	●	◯	◯	◯		
☐ Follow up with BDAP crew that communications are consistent					●		
☐ Based on progress and results, provide recognition or redirect.		◯	●	◯	◯	◯	

Maximize Your Investment - Capacity and Targets

If you don't know the item per orders of beverages, desserts, and oatmeal you won't know what is possible, you won't know when to add a BDAP person. So, know our capacity, set your targets, consistently execute, and aim for excellence!

Driving Results

Knowing your items per order and targets will help you drive your business results and restaurant profitability.

- Beverage/Desserts and Oatmeal items per order -the number of items per order
- Capacity - the time it takes and number of items a crew person is capable of handling is your reference point or ideal result and the time and number of products a specific machine can produce at once. (McCafé Espresso)
- Targets-goals you set within your restaurant) are your starting points for a beverage dessert person to be able to produce a quality product at a Gold Standard level of execution

Determine Capacity

- Before determining BDAP capacity, the following conditions need to be met for the peak periods:
  - Both sides of the BDAP cell staffed
  - The restaurant is up to date with current equipment that meets capacity needs
  - Following current operating procedures

Equipment Capacities

- Coffee Brewer – 13 pots per hour
- McCafé – 30-55 seconds depending on size/drink
- BIM – 100 drinks per hour. (Single drink) and ~200 drinks per hour (multiples)
- BIC – 120 drinks per hour
- McCafé shakes – 180 medium shakes per hour
- OJ – 3-4 oz./sec continuous draw

Item Transaction Tracking

In addition to the hourly readings, we recommend tracking the item through-put per daypart

- **For those hours that have been identified for staffing the BDAP cell,** determine the highest item count for one hour that was achieved for each period
- **Determine which items are most sold?** Are they more complex? More time consuming? It may help you determine if there is a need for **more or fewer crew in the BDAP cell**. How many do you currently have? How many do you actually use?
- The number of customers that are pulled forward because of beverages would be a good indicator of the need for more staff or more equipment. Use the 4-cup method found on the US Operations website under Out of Sequence Present (OOSP) to determine "why?" cars need to be pulled forward

In the following example is set up by daypart and peak hours

Beverage Dessert item Tracking   *Store_____*

	Time	Coffee	OJ	Oatmeal	McCafé	Blended	Shakes	Ice Coffee	Total
Date/Day									
Breakfast	6:45	15	25	8	20	6	0	6	80
	7:00	43	20	14	18	12		12	119
	8:00	23	18	14	16	9		11	91
Lunch	11:00				13	23	8	12	56
	12:00					14	28	30	72

Most sold can be calculated using your restaurants product mix report. Most sold can vary throughout different days of the week or day parts. Examples: shakes, coffee, etc.

Setting up the schedule

A few things need to happen to ensure that your scheduling system is set up correctly for BDAP. These need to happen a minimum of 15 days before the opening and before the first schedule would be completed.

- <mark>(Critical)</mark> **Please contact the US_PCS_Team@us.mcd.com and request 689 WRIN be added to all BDAP Menu Items as you are a new BDAP restaurant.**
- Ensure the scheduling system has the correct restaurant configuration set up for all areas of the restaurant (Drive -thru type, fryer location etc.)
  - o In the ISP it is under store controls
  - o In e*Restaurant it is in set labor attributes (must be done by the above store user)
- After you add the wrin to the recipe go into managers schedule parameters and remove 689, then esc, then go back into manager schedule parameters and put 689 back in, it will recalculate all history (13 months).
- For ISP restaurants, validate the VLH guides are correct for the new configurations (not all configurations are available on the ISP and must be manually entered). For the most current VLH please see the SSP website.
- Remember all service crew will be trained on DT, FC and BDAP. Ensure that all station ratings (skill ratings in e*Restaurant) are correct in the scheduling system.

Once the set up above is complete, you should run the Crew Staffing and Budget Needs Analysis to determine final staffing and training needs. Don't forget to review the sales numbers and potentially change the projection especially if you are part of an MRP and/or are adding order points in the drive-thru

Staffing and Scheduling for a Promotion

Remember that when there are new products in the cell or there will be a promotion on an item in the cell, it will take 5 weeks for forecast to fully catch up. In the meantime, utilize the information about promotions to manually determine the cell staffing. For example, in the chart below the restaurant is running a promotion that will increase production by 30% at breakfast and 15% at regular menu

EXAMPLE:

BDAP	Labor Hours	Items Start	Items End
Breakfast	0	0	39
	1	40	139
	2	140	235
	3	236	348
	4	349	9999
Rest of Day	0	0	39
	1	40	99
	2	100	216
	3	217	309
	4	310	9999

NOTE:

- During breakfast we sell more beverages than sandwiches so staffing the BDAP, McCafé and Premium coffee will be critical on the primary side of the cell
- Lunch daypart most of our EVM's include sodas so with ABS and self-serve beverages most of the BDAP products will be produced on the secondary side, McCafé shakes and Smoothies.
- Snack daypart has most of their products on the secondary side of the cell with Smoothies and McFlurries.
- If you do not schedule a BDAP person it is the **"Runners"** responsibility to prepare all BDAP products and place them on the BLZ, it is **not** the DT Order Takers responsibility to prepare BDAP items while taking a guest's order.

These facts will impact which side of the BDAP cell the primary person should be positioned on based on product movement

1 BDAP Person Positioning		
	Primary Duties	**Secondary Duties**
1	• Produce all products in the cell • Deliver products to the appropriate spot on the BLZ • Label all products	• Assist in the drive-thru
Shift Manager		• Look for danger zones- remove bottlenecks • Have someone step in as a chaser when in the danger zone

2 BDAP Person Positioning		
	Primary Duties	**Secondary Duties**
1	• Produce all products on the primary wall of the cell • Deliver products to the appropriate BLZ	• Assist with products on the non-primary wall of the cell • Assist in the drive-thru
2	• Produce all products on the secondary side of the cell • Deliver products to the appropriate BLZ	• Assist with products on the primary wall of the cell • Assist in the drive-thru
Shift Manager		• Look for danger zones- remove bottlenecks • Have someone step in as a chaser when in the danger zone

3 BDAP Person Positioning		
	Primary Duties	**Secondary Duties**
1	• Produce all products on the primary wall of the cell	• Assist with products on the non-primary wall of the cell • Assist in the drive-thru
2	• Produce all products on the secondary side of the cell.	• Assist with products on the primary wall of the cell • Assist in the drive-thru
3	• Finish products produced by BDAP people 1 and 2 • Deliver Products to the appropriate spot on the BLZ	• Assist in the front counter area
Shift Manager		• Look for danger zones- remove bottlenecks • Have someone step in as a chaser when in the danger zone

Note: Above assignments are based on restaurant conditions

Secondary duties

If you're not preparing products, you are helping to serve a guest faster:
- Assist with finishing beverages, desserts, and oatmeal
- Restock supplies as needed
- Ask Shift Manager "how can I help?"

BD 1
One Beverage and Dessert Crew Person

- Reacts immediately to the BDVS
- Assigned to produce all products during low volume and works primary side during peaks (e.g., premium coffee)
- Responsible for finished product quality
- Places finished product on the side specific BLZ table to enable Pick n' Go by the Runner
- Bumps order off BDVS
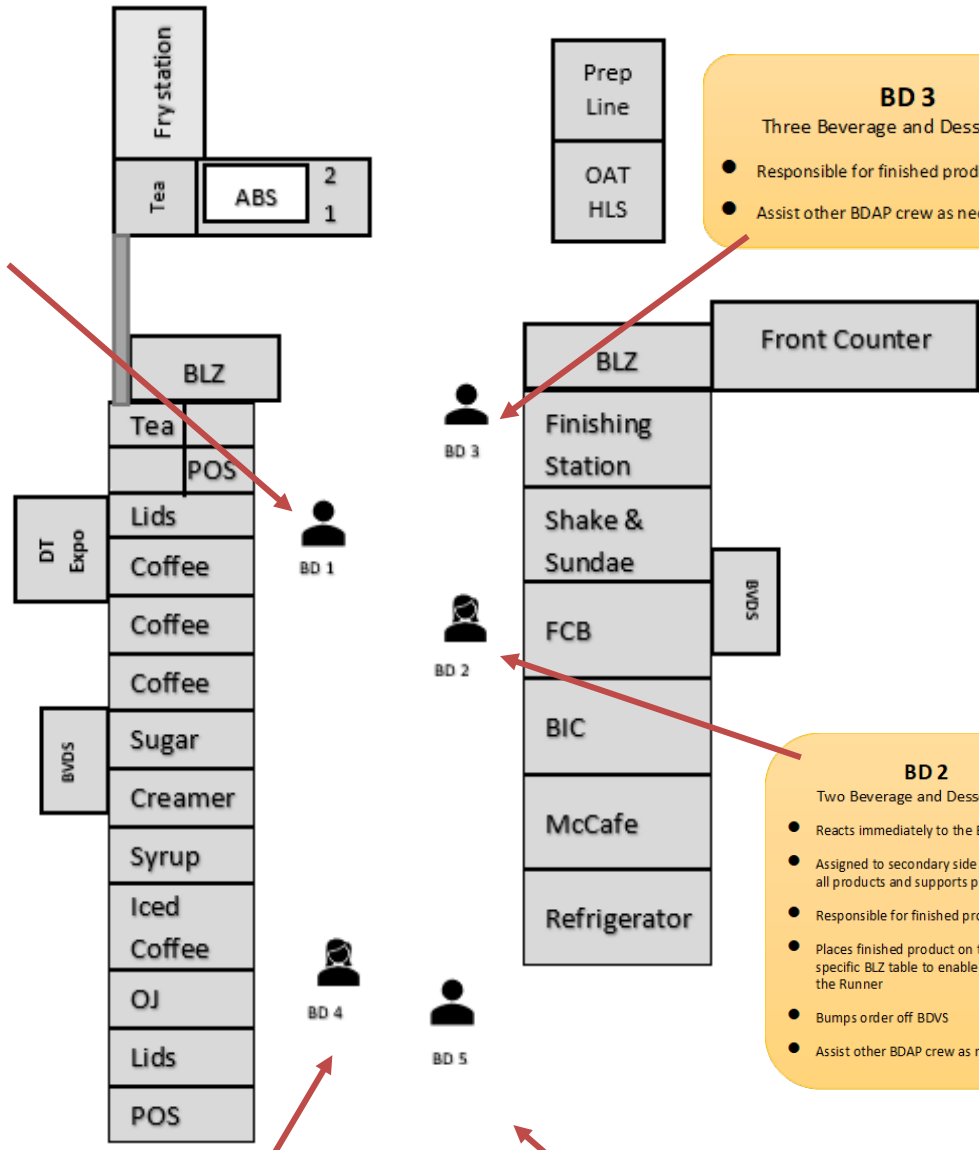
BD 3
Three Beverage and Dessert Crew

- Responsible for finished product quality
- Assist other BDAP crew as needed

Fry station

Tea

ABS 2 1

Prep Line

OAT HLS

BLZ

Tea

POS

DT Expo

Lids

Coffee

Coffee

Coffee

BVDS

Sugar

Creamer

Syrup

Iced Coffee

OJ

Lids

POS

BD 1

Front Counter

BLZ

Finishing Station

Shake & Sundae

FCB

BIC

McCafe

Refrigerator

BVDS

BD 3

BD 2

BD 4

BD 5

BD 2
Two Beverage and Dessert Crew

- Reacts immediately to the BDVS
- Assigned to secondary side and produces all products and supports primary side
- Responsible for finished product quality
- Places finished product on the side specific BLZ table to enable Pick n' Go by the Runner
- Bumps order off BDVS
- Assist other BDAP crew as needed

BD 4
Four Beverage and Dessert Crew

- Works as a backup on high volume product side based on daypart
- Assist other BDAP crew as needed
- Responsible for finished product quality

BD 5
Five Beverage and Dessert Crew

- Checks with Shift Manager on Beverage and Dessert area assignment
- Assist other BDAP crew as needed
- Responsible for finished product quality
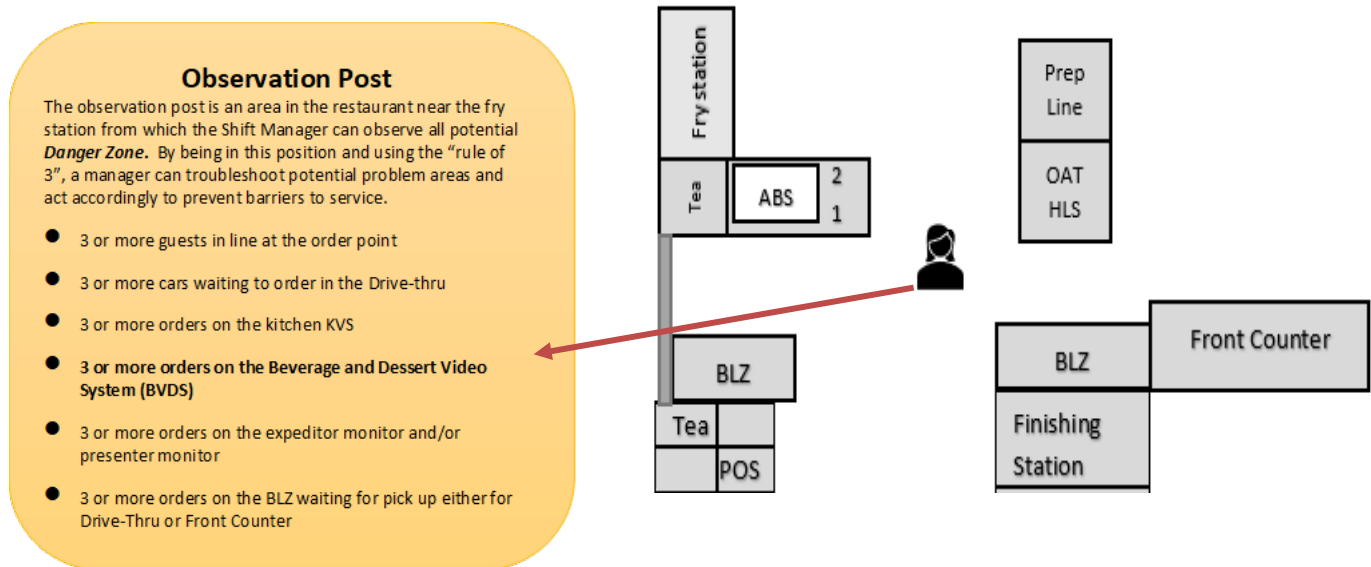
Shift Management

Shift managers will need to ensure shift preparation is completed thoroughly, position crew in the right place at the right time and monitor the number of orders on the BDVS. They will also need to react to changing restaurant conditions, such as changing beverage and dessert sales and physical plant differences.

Before the Shift

- Position crew based on "DSPT"
- Adjust for promotions
- Replace absent crew
- Stock to enable crew "stay in position"
- Ensure there is a re-stocking/re-filling plan in place for the shift.
- Communicate targets, promotions, and new menu items

Observation Posts

Managing BDAP requires the shift manger to be guest and production focused. The shift manager will manage through others to deliver fresh, high-quality products, maintain McDonald's standards, and meet guest expectations. The shift manager should be positioned at the observation post.

Observation Post

The observation post is an area in the restaurant near the fry station from which the Shift Manager can observe all potential *Danger Zone.* By being in this position and using the "rule of 3", a manager can troubleshoot potential problem areas and act accordingly to prevent barriers to service.

- 3 or more guests in line at the order point
- 3 or more cars waiting to order in the Drive-thru
- 3 or more orders on the kitchen KVS
- **3 or more orders on the Beverage and Dessert Video System (BVDS)**
- 3 or more orders on the expeditor monitor and/or presenter monitor
- 3 or more orders on the BLZ waiting for pick up either for Drive-Thru or Front Counter

Since Beverage and Desserts are Beverage Video System (BDVS) driven this place has greater emphasis on management awareness and reaction to shift danger zones. The time factor involved in preparing each individual order is crucial to maintaining and reducing service times at the Drive-thru, Front Counter areas

Danger Zone: Three or more orders on the BDVS signals a call to action. Orders must be completed very quickly to prevent service time issues.

- The Shift Manager positioned as a chaser to break up the barriers
- While serving as Chaser assess the situation and check the following:
  - Are the crew positioned correctly and staying in place?
  - Is the production area stocked?
  - Take appropriate action as needed
  - Does current equipment meet capacity
- The Chaser is the last one on, the first one off
- Note: The inability to get off the chasing position is an indication that you may have to adjust staffing levels.
- Post Shift, check the next peak period and following day's schedule and make any appropriate changes needed to minimize danger zones.

Splitting the Functions with BDAP

With BDAP we add to our definitions of splitting the functions.

- The first place that the functions are split is from the runner/assembler. The crew member in the BDAP cell takes responsibility for producing all beverages, desserts, oatmeal, and delivering them to a the dedicated BLZ
- The second area of splitting the function for BDAP is from the start of prepping the item and finishing them at the finishing stations. Example adding lid, whipped cream to a McCafé Shake.

Coffee Refills

All front counter coffee refills are completed by the crew. Condiments of sweetener are stored under the riser and are presented to the customer to add if needed. Creamers are stored in a cold pan and must always be kept cold. This will keep the front counter crew in their designated areas.

Metro Carts

There are now four metro carts used in the BDAP cell to expedite service
- Front counter BLZ (14 X 30) located at end of secondary wall
- Drive-thru BLZ (14 X 24) located at end of primary wall
- 2-1 Present to Cash cart (12 X 36) located next to ABS unit
- 3rd window condiment cart (14 x 30) located between window and exit delivery door

Using Technology

Bumping an Order off BDVS
- Order information is displayed on the BDVS until the crew deletes it by pressing the serve (bump) button. The crew should bump the order off the BDVS when they have finished preparing the order and placed it on the BLZ. *Bump when done* is critical for order accuracy
- A recall button is added to the BDVS bump bar, which allows information that has already been served, to be redisplayed on the BDVS.
- If the BD crew serves an order too soon, it could impact the service speed or accuracy.

Handling Orders and Product Identification
- Orders will be displayed on BDVS, and a label will be printed for all products.
- Select appropriate container
- Place label neatly on container, ensure you do not cover any branding materials
- Note: Labels must go on cold beverage cup before adding ice to ensure adherence
- Based on your conditions, functions may be split. Label serves as product identification to other BD crew and Runners
- Place on side specific BLZ with label facing Runner for ease in pick up

Diagnosing Beverage and Dessert as Production

When to use diagnostics: Examples:
- High Customer Satisfaction Opportunity (CSO) – speed, quality, and accuracy opportunities
- Not achieving Order End to Present End (OEPE)
- Runners stopping at BLZ - Remember "Runners never stop"
- New product introductions or promotions impacting service and production times
- Danger Zones observed
- Discuss results at Shift Excellence Visit (SEV). Are expectations being met? If not, what is the plan?

Provide Recognition for the Team
- Communicate targets
- Share results
- Recognize the team for a job well done

BDAP Ace Verification

Manager: Initial each step upon completion	Initials
Pass the SOC's—demonstrate each BDAP position at 100%.	
Demonstrate the ability to deliver 50 seconds or less production in BDAP for a minimum of two consecutive hours.	
Demonstrate and live the Culture of Teamwork. Ensure every product is delivered on time with a neat clean appearance and at the correct temperature.	
Primary BDAP crew person always wears a drive-thru headset	
Reacts immediately to BDVS and ensures the products are delivered to the correct BLZ on time.	
Places finished products on side specific BLZ to enable Pick n' Go by the runners.	
Bumps all orders off the BDVS when complete	
Assists with front counter and drive-thru when needed.	
Keep busy stocking BDAP and preparing it for the next shift, setting them up for success.	
Calls for Chaser when needed	
Consistently uses the station guides to ensure a consistent quality finished product.	
Consistently passes products to the finishing station for completion by supporting crew when available. Leaving time to start new products	
Effectively communicates to the runner if a customer may need to be pulled forward because products are not ready.	
Verification	

Crew Name:	Date:	
Manager Name:	Manager Signature:	

Required Equipment - continued

Equipment Definitions - All beverages, desserts and oatmeal is now produced in the BDAP cell for both front counter and drive thru increasing the demand on each piece of equipment.

Beverage Landing Zone (BLZ) – A dedicated landing zone for each side of the production line for all beverages, desserts and oatmeal coming from the BDAP area. It helps facilitate order assembly by allowing the runner to pick and go orders to easily identify items for the order.

POS – 2 required on primary side, one at present window, second one on riser shelf.

Coffee Brewers – 2 Required, 3 recommended based on volume.

Syrup Rack – Supports syrup flavors for Iced Coffee and future premium coffee flavors

2 Creamers – To support premium coffee, iced coffee and oatmeal

Iced Coffee and iced Tea decanters – Additional optional space is provided based on market needs

C009 Orange Juice Dispenser – Dispensing of refrigerated juice, or lemonade

30" Riser Shelf – Riser shelf to increase countertop capacity. Holds the second POS register, lid holder on top and oatmeal cambro containers and chill pans underneath.

Shake Machine – Blends McCafé shakes

Blended Ice Machine (BIM) or **Blended in Cup (BIC)** – Blended Ice Beverages are produced in a blending pitcher or in a cup. Crew then pour into appropriate size cup, finish beverage, and serve

McCafé Espresso Machine – Blends espresso beverages (Latte's,)

Coffee Refill Station – 2 Thermal pots *(Optional)*. Refills are to be done by front counter crew.

• Supporting condiments of sweeteners are to be kept in the two last cambro containers under the Dual Point over shelf

• Creamers are stored in a cold pan and must be always kept cold

  • Using a white cold pan is ideal. When it is blue it is maintaining proper temperature, when it turns white it's time to changeout the pan as the holding time has expired.

2- BVDS – The BD crew receive information about Beverage and Dessert orders from the BD KVS. This information appears on the BDVS as soon as the order taker enters the order on the POS. Each BD KVS requires a bump bar.

1 - A/B Switch – An AB switch is needed for assignment of the printer based on the daypart.   Side A the primary side (breakfast) is A and all labels will be printed on this side. When we get into lunch and snack dayparts most of the products are produced on the secondary line, so the switch needs to be changed to B so that all sticky labels print on that side.

2 - Sticky Printers – Sticky labels are printed for all products for easy identification by the finisher and runners. Ensure the label is positioned so it can be easily read by another BD crew person and the Runner.

Secondary DT Condiment Cart 3rd Window

With the addition of the Beverage/Dessert cell we added a "runway" making it easier for the crew to deliver orders to our guests that we have pulled forward or parked in order to keep the wheels moving in Drive-thru.

Results tell us that both our guests and crew like this concept because with the fast-forward window the customer feels they are still connected to the window and don't get "forgotten" and our crew members like it because they don't have to go outside in bad weather to run orders to our guests. Because it is easier for our crew you will find they pull or park cars when needed.

Finishing Station – Workstation that is used to support high volume production of beverages and desserts.

Finishing Station:

- Provides heated, ambient, and refrigerated storage
- Provides the McFlurry blender
- Provides sufficient workspace
- Efficient labor utilization by splitting preparation functions
- Consolidates ingredients and can eliminate duplication of products

Dipped Cones **Stainless Steel Cover** when not offering dipped cone

With the addition of the Beverage/Dessert cell we have added a "runway" making it easier for the crew to deliver orders to our guests that we have pulled forward or parked in order to keep the wheels moving in Drive-thru.

Required Equipment—Equipment Audit

The following is a list of required equipment for BDAP and recommendations on how this equipment should be setup for use.

BDAP Equipment Audit

RED = Required

YELLOW = Recommended

| For beverage /desserts as Production only:	Amount Needed	Required/ Recommended	Amount to Order
Technology			
BDVS monitors	2 minimum 3 Optional	**RED** YELLOW	2
DT present expo monitor	2 - required	**RED**	2
Sticky Printer	2 - 1 per side	**RED**	2
Bump Bar	2 - 1 per side	**RED**	2
AB switch	1	**RED**	1
POS	2 required	**RED**	2
Merge Point Monitors	1 required per OT POS	**RED**	2 -3
Mounting brackets for 3 monitors, Itona's, 2 printers, 2 bump bars and AB switch		**RED**	
Required Equipment Exterior Wall			
C009 OJ dispenser	1	**RED**	1
Automated Creamer Dispenser NOTE: SureShot systems will require additional countertop space	1- required	**RED**	1
Riser shelf	30" required.	**RED**	1
Automated Sweetener Dispenser	2 required	**RED**	2
Iced coffee dispenser	1 -4 gallon required 1- stacker optional	**RED** YELLOW	1
Syrup Rack	1	**RED**	1
Coffee brewers	2- required 3- optional	**RED** YELLOW	2
Iced tea dispensers	2 with stacker unit 2nd stacker unit	**RED** YELLOW	2
Lid holders	5 single tiers	**RED**	5
Merge point monitor brackets	2	**RED**	2
Creamer cold pans (white)	2 - required	**RED**	2

BDAP Equipment Audit

RED = *Required*

YELLOW = *Recommended*

For beverage /desserts as Production only:	Amount Needed	Required/ Recommended	Amount to Order
Required Equipment Interior Wall			
Full upright storage refrigerator	1- required	**RED**	1
McCafé Espresso machine	1- required	**RED**	1
Blended Ice Machine	1- required	**RED**	1
Shake Machine	1- required	**RED**	1
Frozen Carbonated Beverage	1- required	**RED**	1
2 Tier table _Front Counter and Delivery drinks BLZ table _ DT drinks NOTE: these are the dedicated BLZ's tables	1- required 1- required	**RED** **RED**	1 1
Miscellaneous			
Condiment cart for 3rd window	1- required	**RED**	1
Standard Branding package for FFDT windows (1,2,& 3)	required	**RED**	
OOSP signage for additional parking stalls	required	**RED**	
Security door system	required	**RED**	

That there may still be times when you will need to park guests if the fast forward window is already occupied. When this happens, we have made it easier for the crew to run those orders out through a dedicated secure door located at the end of the runway. You no longer have to run through the dining room to deliver these orders.
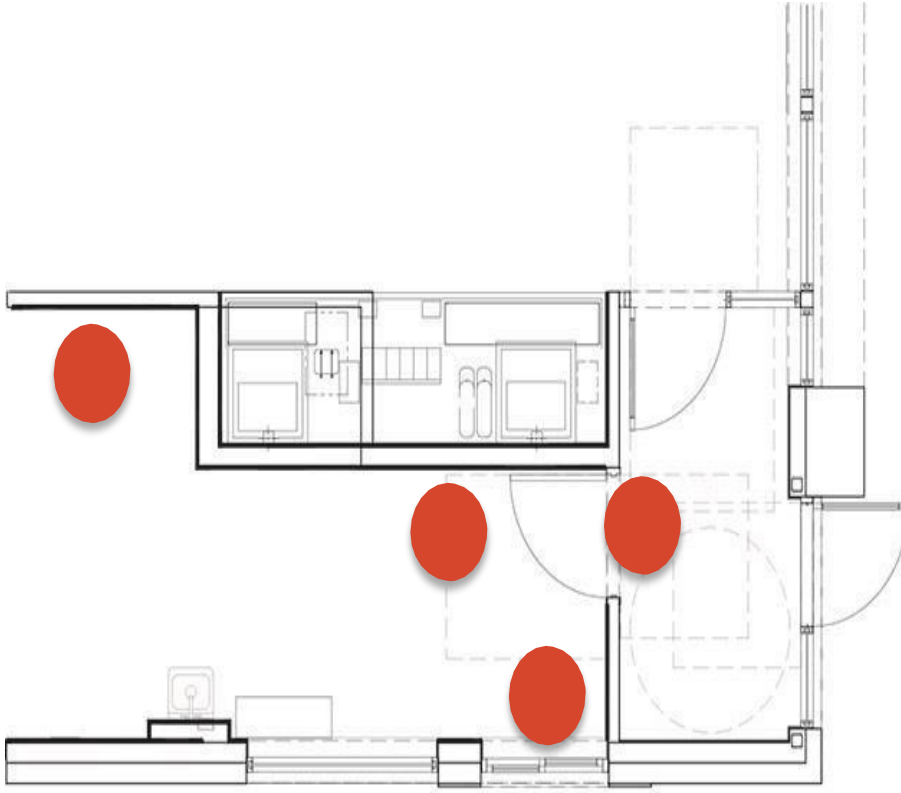
Key

A	Automatic closing and locking door with electronic strike and panic bar from Universal
B	Door Buzzer by Security Provider
C	Electronic Release by Security Provider
D	Hollow Metal Door with 4"x25" viewing glass from Universal

4597 Prototype Plan

Implementing BDAP—Keys to Quality Beverages and Desserts

Shift Manager

People	Product	Process	Communications	Equipment
• Staffed to build sales • All positions filled with qualified trained people • Crew assigned based on conditions • Ongoing communication of targets / reward successes • BD 1 reacts immediately to BD VS • Crew stays in position during peak periods • Crew monitors quality and secondary shelf life of product • Post Shift adjust schedule and positioning needs for next peak and following day	• Food safety standards met • All products within code dates and quality specifications • Secondary shelf life being followed • "Build- To's" are up to date and being followed • Stock levels reflect product needs based on peak periods • Prepare products on demand • Evaluate finished and component quality • No buffer of finished product inventory on BLZ	• Ensure equipment on both sides of the cell are set up according to BWS recommendations • Manager is positioned at observation post to monitors danger zones • Split the functions of the runner to build speed and capacity • Product flows in one direction to BLZ • Monitors finished product quality • Runners able to Pick n Go • Runners never stop	• Station guides and tools current and in place • Standard product builds posted • Promotional product builds posted • Secondary shelf life marked and monitored • BDVS Set at Zoom 4 mode • Position BDVS, printers and bump bars mounted for ease of use. (Easy to see, easy to reach) • AB switch is used according to daypart • Drive – thru headsets worn by primary BD	• Equipment placement based on BWS recommendation • All equipment is calibrated, clean and in good repair to provide quality characteristics • Sufficient small wares available clean and in good repair e.g., ladles, spoons, coffee pots, etc. • Is aisle and workspace kept protrusion free (e.g., containers, ingredients, and small wares) • Sufficient equipment to meet demand • All technology equipment is available for both sides of the BDAP

Beverage and Dessert Crew

People	Product	Process	Communications	Equipment
• Properly trained on quality standards • Knows targets and speed expectations • Stays in position during peak periods - no secondary duties • Reacts immediately to BD VS • Following good teamwork • Responsible for finished product quality • BD 1 sets pace for beverage and dessert production	• Food safety standards met • All products within code dates and quality specifications • Secondary shelf life being followed • Recommended "Build– To's" are being followed • Stock levels reflect product needs based on peak periods • Finished product within quality guidelines • Cones are always produced last	• When one crew person is in Beverage and Dessert area, they assume all production roles • Produce product neatly and accurately • Places finished product on side specific BLZ correctly	• Mark containers or attach labels for products requiring identification and customization • Bump off order when placed on BLZ (bump when done) • Primary BDAP crew wears a DT headset • Organization of BLZ by Front Counter or Drive–thru • Let's manager know when support is needed	• Clean as you go • Work surface kept clutter free • All equipment dispensers and topping pumps operating correctly • Correct temperature and portions • Correct pumps, ladles, squeeze bottles for product • Notifies Shift Manager if any of the above are not in place or not operating correctly

Get fast answers to your Operations questions.

The **Operations Resource Center** is the one stop shop for answers to all of your restaurant questions. We are a help desk for restaurant managers that provide answers to your questions about restaurant operations and training. The ORC is staffed by representatives who are trained and equipped with the most current information.

BENEFITS

The ORC is a fast, reliable way for restaurant managers to get the answers they need.

Callers receive the most up-to-date information about restaurant procedures and training.

The ORC can help restaurants avoid food safety issues or potential brand damaging mistakes.

The ORC allows restaurant managers more time to focus on running the restaurant versus searching for answers.

PROCEDURES | EQUIPMENT | PRODUCT

ORC
OPERATIONS RESOURCE CENTER

1-866-ORC-4MCD (1.866.672.4623)
Visit the ORC website on AccessMcD

The ORC is available by phone from 7am to 7pm CST, 7 days a week. Voicemail is available after hours. We can also be contacted 24/7 by sending your question through our website.

©2013 McDonald's. Creative Services 1-4619

McCafé.